



# Healthy Achievements 2010-2011



## **Our Vision**

*To be the Best Community Hospital  
and Health System in New England*

## **Our Mission**

*To provide superior, integrated, diagnostic, therapeutic  
and preventative health services in a caring  
environment to those in the Rutland Region and  
surrounding communities through the strength of  
our people, technology and relationships.*

# To Our Community...

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The daylight is lasting longer and I saw signs of spring out in our Memorial Garden – these are both indications that it's been a year since the last Annual Report. I am always very excited to let you know what is happening at Rutland Regional Medical Center and to share with you our successes, along with letting you know about some of the tough stuff we are facing.

Building better relationships with our organization's key customers, patients and providers, is at the very heart of what we do. It's why we come to work every day. It's why we've been serving our community for more than one hundred years. These relationships are vital to our continued success of ensuring that we have the best services possible for our community.

Last year was filled with many changes, along with a focus on integration. Our continued success relies on our ability to change to reflect what is happening in the entire healthcare environment. We won't be successful in the long-run if we try to stay isolated. Integration means that we are committed to establishing relationships particularly with doctors and providers in the community. More importantly, we want to become an active part of the healthcare continuum and help our patients by guiding them through all the different services they may need, whether it is here at Rutland Regional or somewhere else.

We've taken a big step toward doing this with our participation in the Vermont Blueprint for Health to integrate healthcare programs in an effort to help reduce medical costs. Vermont is one of eight states involved in this pilot study which adds resources to help primary care providers improve the management of patients with chronic diseases and Community Health Teams to provide support beyond what a standard visit to the doctor may achieve. These teams of five for every 20,000 patients

will help patients connect to the services they need in order to maintain their health. We have received grant funding for this and have named Sarah Narkewicz, RN, a long time Rutland Regional employee, as the Blueprint Project Manager. Included in the Blueprint plan are Healthier Living Workshops, coordinated by our Community Education & Wellness team. These six-week long workshops are designed for people living with chronic conditions and have proven to improve the health of patients along with reducing emergency room use and in-patient admissions.

Over the next weeks and months you will hear more on these programs and I am very proud of our hard work and commitment in this area. We have been working with two primary care practices who will be the pioneers of this initiative in Rutland County. Over the last year, Marble Valley Health Works and the Community Health Centers of the Rutland Region (*CHCRR*) have been working on their transformation to become a Primary Medical Home Practice. This is another area where our focus on integration will have a positive outcome on the health of our community.

I know you will read about this in the next few pages but I wanted to share the good news here about Rutland Regional becoming the first community hospital in Vermont to achieve both the American Nurses Credentialing Center's (*ANCC*) Magnet Recognition® and the Governor's Award for Performance Excellence. It wasn't enough that we received them the same year – but we found out about both milestones on the same day!

To ensure that Rutland Regional remains a vital asset to the community, we have been utilizing the Baldrige National Quality Program to track our progress toward Our Vision of becoming the Best Community Hospital and Health System in New England. We are calling this our Journey to Excellence. Although we are committed to succeeding in this journey and earning this award, that award, and our Magnet designation, are just benchmarks for tracking our progress

toward meeting what is really important – the needs of our customers. This Journey to Excellence is about improving all aspects of our business as we look forward to future improvements and accomplishments.

We have five goals that will help us achieve our goals. They are Quality, Growth, Information Excellence, Financial Strength and Employee Engagement. I want to take a minute to tell you some things we are doing around each goal.

Within Quality we had several important accomplishments along with the milestones above, including our Blood Bank passing inspection by both the American Association of Blood Banks, as well as the College of American Pathology. Rutland Regional was named by General Electric as its first community hospital GE Showsite for the way in which we utilize our GE diagnostic equipment. The March 2010 issue of "Consumer Reports" focused on the dangers of central-line infections in hospitals. It included a chart by state focusing on hospitals with particularly good or bad results. In Vermont, two hospitals were listed, and Rutland Regional was one of them because we had no central-line infections in the last year. This is the result of lots of hard work and we are very proud of this quality indicator. In addition, the 5th Floor for our medical/oncology patients was renovated this past summer and is now a warmer and more pleasant environment for patients and their families as well as for staff. Recently, the Commission on Cancer of the American College of Surgeons granted the Foley Cancer Center a three-year Accreditation with Commendation for the quality of its cancer program. We are nearly done with the renovations to the Sterile Processing Department. This is an important infrastructure change so that we can continue to have low infection rates in our Operating Room and in general, good surgical results.

For Growth we recruited a gastroenterologist and formed Rutland Regional Digestive Services. Dr. Joseph Williams was joined by Dr. Howard Weaver who became an employee of Rutland Regional. We also welcomed Dr. Roslinde

Collins as an employed physician and we were able to form the Center for Sleep Disorders through this integration. As of April 1, the area's five cardiologists – Dr. Bartholomew Bonazinga, Dr. James Fitts, Dr. Chris Higgins, Dr. Michael Robertello and Dr. Stanley Shapiro became employees of Rutland Regional and we created the Rutland Heart Center to integrate cardiology services to better serve our community. We are excited about offering digital mammography to our patients and Vermont Orthopaedic Clinic now does digital xrays.

We will be installing a new state of the art Linear Accelerator in the Foley Cancer Center this spring and will now be able to offer the latest treatment in radiation oncology.

Our biggest news with Information Excellence is that we launched our new Electronic Medical Record (EMR) on March 1 to move us to a more coordinated system of providing care to our patients. Over the last two years I have spoken to many of my colleagues in hospitals around the Northeast about their experiences with conversions to an EMR. They gave me great insight into what to expect. Their experiences were very much in alignment with what we are experiencing here at Rutland Regional. It is gigantic. It is a dramatic shift in the way we work and consequently the change is both exciting and difficult for many. We have changed from processes we were comfortable with to ones which are less familiar. It is very hard work but we believe in the long haul it will create better outcomes and safety for our community.

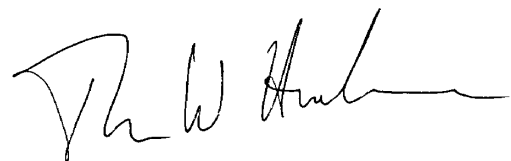
When we talk about our goal around Financial Strength we all know the economic climate continues to be a tough one. I choose to be optimistic. However we do need to prepare ourselves for healthcare reform on both the Federal and State levels. Our focus on integration through the Electronic Medical Record and the Blueprint for Health, are both part of our preparation for healthcare reform. Another change we need to prepare for is the way we will be paid. This will create further challenges over the next months and years ahead.

In these tough times we are even more grateful for the support of the Rutland Health Foundation and the Rutland Regional Medical Center Auxiliary for their contributions to Rutland Regional in funding many programs and services.

The final goal necessary to meet Our Vision is Employee Engagement. This means creating an environment where employee engagement flourishes and we commit our hearts and minds to meeting and exceeding the needs of our customers and each other. Certainly we could not have achieved what we have in implementing our Electronic Medical Record without that level of dedication. Another thing I am proud of is that Rutland Regional was awarded the Governor's Gold Medal for Workplace Wellness. In addition we had terrific support from staff for our first employee fundraising campaign in many years. The "i believe" Campaign was to raise money for the new Linear Accelerator in the Foley Cancer Center and we exceeded our goal.

In this report you will see a list of this year's staff who are celebrating milestone anniversaries. Please take the time to look at this impressive list of your friends, family and neighbors.

I appreciate your taking the time to read Rutland Regional's 2010-2011 Annual & Community Report. If you ever have any questions or concerns, please feel free to contact me.



Thomas W. Huebner, *President*  
Rutland Regional Health Services and  
Rutland Regional Medical Center

# Our New Providers

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*March 2010 – February 2011*

Leonard A. DeLorenzo, PA-C.....	Oncology PA
William Gordon Frankle, MD .....	Psychiatry
Carolyn E. Goodwin, APRN.....	Family Nurse Practitioner
Linda J. Hill, DO .....	Family Practice – CHCRR
Douglas J. Kim, MD .....	Pathology
Matthew Boyd Kingsbauer, DO .....	Family Practice – CHCRR
Jasminder S. Multani, MD.....	Hospitalist
Julie M. Pantelick, DO.....	Hospitalist
Eric D. Rosenthal, MD.....	Emergency Medicine
Kang Christina Suh, DO .....	Hospitalist
Joseph A. Williams, MD.....	Gastroenterology
William R. Wiseman, MD .....	Pathology

*Rutland Regional is pleased to welcome these new providers and to work with them for the health of our community. They will join our Medical Staff of more than 200 providers in nearly 40 specialty areas.*

# Our Leaders

## Business Leaders, Community Members & Our Employees

### Medical Executive Committee

Kirk R. Dufty, MD,  
*President*

Daniel M. Foley, MD,  
*Vice President*

Bruce D. Bullock, MD,  
*Secretary/Treasurer*

Bradley A. Berryhill, MD,  
*Chair, Affiliate Medical Staff Committee*

J. Christian Higgins, MD,  
*Chair, Department of Medicine*

Melbourne D. Boynton, MD,  
*Chair, Department of Surgery*

Mark C. Stickney, MD,  
*Member at Large, Department of Medicine*

Timothy A. Daly, MD,  
*Member at Large, Department of Surgery*

### Invited

Dorie Ward, RN, VP  
*Hospital Services/CNO*

Thomas W. Huebner,  
*RRHS/RRMC President/CEO*

Jon Readnour, Esq.,  
*RRHS/RRMC Chair*

Baxter C. Holland, MD,  
*VP Professional Support Services*

### 2010–2011 RRHS/RRMC Board of Directors

Jon S. Readnour, Esq.,  
*RRHS/RRMC Chair*

Jessica L. Anderson,  
*RRHS/RRMC Vice Chair*

Joan F. Gamble,  
*RRHS/RRMC Secretary*

Bill Bannerman

John R. Brumsted, MD

John R. Butterly, MD

Gordon H. Chader

Ron J. Cioffi

Matthew A. Conway, MD

### Section Chiefs

Anesthesiology –  
Timothy A. Daly, MD

Cardiology –  
J. Christian Higgins, MD

Diagnostic Imaging –  
Roshan Siva, MD

Emergency Medicine –  
Steven H. Stein, MD

General Surgery –  
Matthew A. Conway, MD

Hospital Medicine –  
Heather M.P. Smith, MD

Laboratory Medicine & Pathology –  
Leon S. Mensch, MD

Family Practice –  
Philip R. Lapp, MD

Obstetrics and Gynecology –  
Daniel M. Foley, MD

Orthopaedics –  
Melbourne D. Boynton, MD

Pediatrics –  
Allison B. Adams, MD

Psychiatry –  
William G. Frankle, MD

### Advisory Staff Member

Sarah Donaldson

### Leadership Council

Thomas W. Huebner,  
*President/CEO*

Darren Childs,  
*VP Quality Improvement*

Matthew A. Conway, MD,  
*Medical Director – General Surgery*

Kirk R. Dufty, MD,  
*President Medical Staff*

Daniel M. Foley, MD,  
*VP Medical Staff*

Baxter C. Holland, MD,  
*VP Professional Support Services*

John Kijewski,  
*VP/Chief Information Officer*

Mary Kohanski,  
*VP Human Resources*

Christopher LaFave,  
*VP Physician Practice Service Delivery*

Kathy Letendre,  
*VP Planning & Organizational Excellence*

Mary T. Nemeth,  
*VP Corporate Support Services*

Edward T. Ogorzalek,  
*VP Fiscal Services/CFO*

Barbara Robinson,  
*VP Clinical Service Delivery*

Heather Smith, MD,  
*Medical Director – Hospitalists*

Dorie Ward, RN,  
*VP Hospital Service Delivery/CNO*

Domenic M. Serino,  
*Executive Director, Rutland Health Foundation*



## Two Milestones in Excellence

April 21, 2010 was a very exciting day for Rutland Regional Medical Center. We earned Magnet designation for excellence in nursing by the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® and we found out that we achieved the Governor's Award for Performance Excellence.

With these two distinctions Rutland Regional became Vermont's 1st Hospital to achieve both awards for Excellence. Only five percent of hospitals nationwide have been granted Magnet status, one of the highest achievements an organization can obtain in professional nursing.

Magnet candidates undergo a rigorous and lengthy application and evaluation process that includes extensive interviews and review of all aspects of nursing services. In September 2009, Rutland Regional Nursing submitted more than 900 pages of nursing evidence and

documentation to the ANCC. After reviewing the submitted documents, the ANCC visited Rutland Regional February 10-12, 2010 to see the evidence in action.

To earn Magnet designation, a hospital must demonstrate a commitment to excellence on all levels of nursing practice and adhere to national standards for organization and delivery of nursing services. Magnet hospitals are recognized for building and supporting evidence-based practice models, advanced training, and measuring outcomes proving the quality patient care they provide. The Magnet designation is valid for four years, during which time the ANCC monitors the hospital to ensure that high level of patient care standards remain.

In addition to earning Magnet Designation, Rutland Regional became the first Community Hospital in Vermont to achieve the Governor's

Award for Performance Excellence, the highest award a Vermont company can achieve for organizational development.

The Governor's Award, based upon the Baldrige Criteria for Performance Excellence, calls for an organized and integrated approach to becoming an excellent organization. The Baldrige framework also includes proven methods for assessing an organization and gaining feedback about an organization's strengths and opportunities for improvement. Organizations are evaluated on several areas to determine their performance excellence. These areas are: leadership, strategic planning, customer and market focus, measurement, analysis and knowledge management, workforce focus, process management and results.

For the Governor's Award, each organization goes through a self assessment application that is submitted to the Vermont Council for Quality who administers the State awards program based upon the national model. The Council reviews the self assessment to prepare to visit the organization for validation. The site visit took place March 30-April 1, 2010.

Rutland Regional proved that it demonstrates how an organization strives for excellence. The Governor's Award for Performance Excellence was presented on May 21, 2010.

Being recognized for these two achievements is another step for Rutland Regional on our Journey to Excellence to become the Best Community Hospital and Health System in New England.



# 2011 Service Awards

## Forty Years of Service

Alice Choiniere Women's & Children's Unit  
Dianne Joyce Patient Accounting

## Thirty-Five Years of Service

Katherine Lamontagne Intensive Care Unit  
Patricia Popovitch Case Management  
Pamela Roberts Women's & Children's Unit  
Nancy Snow Endocrinology  
Donna Thurston Case Management  
Betty Wos Emergency Dept

## Thirty Years of Service

Dale Bardin Surgical Care Unit  
William Bruce Environmental Services  
Mary Cavanaugh Health Information  
Claudia Courcelle Rehab Unit  
Susan Haviland Case Management  
Steven Hazelton Learning & Org Development  
Susan Hiers Intensive Care Unit  
Pamela Jackson Diagnostic Imaging  
Nancy Meszaros Performance Improvement  
Sheila O'Hara Post Anesthesia Care Unit  
Anne Ruby Case Management  
Mary Ruth Patient Access  
Alicia Smith Fifth Floor  
Katherine Smith Intensive Care Unit  
Nancy Wiles Post Anesthesia Care Unit

## Twenty-Five Years of Service

Marcia Bassett Purchasing  
Shirley Bowen Diagnostic Imaging  
Lynn Brooks-Miner Emergency Dept  
Kelly Carter Diagnostic Imaging  
Diane Euber Rehab Unit  
William Hammond Fifth Floor  
Rita Hansen Post Anesthesia Care Unit  
Joanne Holler Fifth Floor  
Thelecia Molaski Operating Room  
Marilyn Trapeni Rehab Unit  
Ann Williams Patient Access  
Suzanne Woodbury Case Management

## Twenty Years of Service

Lawrence Corbett Purchasing  
Michele Diekel-Bruce Operating Room  
Carol Egan Nursing Excellence  
Tisa Farrow Operating Room  
Annmarie Fiske Ambulatory Care Unit  
Judi Fox Finance  
Carol Gorruso Intensive Care Unit  
Linda Hampton Laboratory  
Barbara Havelka Rehab Unit  
Linda Hillary Rehab Services  
Deborah Hough Operating Room  
Dianne Hubbard Rehab Unit  
Thomas Huebner Administration  
Barbara Hurhula Rehab Unit  
Deborah Hutchins Rehab Unit

Sarah Laderoute Surgical Care Unit  
Suzanne Lanzillo Laboratory  
Wendy Mattison ET Nursing  
Mary Mullen Ambulatory Care Unit  
Mary Nadler Pharmacy  
Gladys Notte Laboratory  
Barbara Robinson Administration  
Catherine Schneider Emergency Dept  
Susan Sebasky Diagnostic Imaging  
Delores Start Surgical Care Unit  
Connie Stone Central Sterile Processing  
Cynthia Tracey Environmental Services  
Michele Weeks Diagnostic Imaging

## Fifteen Years of Service

Linda Albertazzi Endoscopy  
Janice Austin Emergency Dept  
Timothy Barrett Security  
Bruce Bodemer The Meadows  
Stephanie Briggs, MD Emergency Dept  
Donna Callahan Ambulatory Care Unit  
James Callan Diagnostic Imaging  
Brian Cameron Lab Outreach  
Stephanie Catterton Diagnostic Imaging  
Darren Childs Administration  
Deborah Cimonetti Rutland Heart Center  
Lorna Davis Purchasing  
Rene Greene Endoscopy  
Jill Jesso-White Community & Provider Relations  
Kimberly Johnson Ambulatory Care Unit  
Colleen King Emergency Dept  
Philip Lapp, MD Endocrinology  
Michele Lapp Post Anesthesia Care Unit  
Lisa Mancini Patient Access  
Kenneth Mar, MD Pulmonary  
Marci Matson Operating Room  
Laurie Pelkey Foley Cancer Center  
Amy Pfening Women's & Children's Unit  
Vera Power Emergency Dept  
Sarah Pulcer Rehab Services  
Sally Rogers Surgical Care Unit  
Carol Soulia Health Information  
Darlene Taylor Surgical Care Unit  
Lesia Teer Health Information  
Helen Wagner Fifth Floor  
Jolana Washburn Intensive Care Unit  
Holly Wescott Fifth Floor  
Kevin Wood Maintenance

## Ten Years of Service

Lauren Bailey Rehab Services  
Jessica Barrows Food & Nutrition Services  
Susan Barton Psychiatry  
Marcia Bergen Intensive Care Unit  
Susanne Blanchard Health Information  
Susan Blish, MD Hospitalists  
Michael Brochu Finance  
Pamela Brooks Intensive Care Unit  
Nancy Canfield Ambulatory Care Unit





## They're The Ones That We Love!

Hospital volunteerism has evolved immensely at RRHS. Long gone are the days of volunteers sitting behind a desk stuffing envelopes or issuing visitor passes. Today's volunteers are integral to expanding the services of a wide variety of departments in addition to helping achieve patient satisfaction.

RRHS volunteers round on patients to identify and rectify potential areas of dissatisfaction. They help manage patient expectations in the Emergency Department and assist families in crisis, they keep family members updated on the patient's progression through the surgical process, and they perform patient discharges and assist with transporting inpatients to scheduled testing. New this year, well trained and certified pet handler teams are partnering with clinicians to provide animal assisted therapy on the Inpatient Psychiatric Unit. Also new and cutting edge, trained volunteers are working with ICU staff to provide

early mobilization to patients to help prevent ICU acquired weakness and shorten patient stays. The Bridges & Beyond program, which schedules volunteers to provide transportation to medical appointments throughout the region and to assist with essential home management functions, changed from a community based to a hospital based program last July.

Our volunteers are an extension of and a partner with RRHS staff. Without this skilled and dedicated group of 379 people who provided 52,201 hours of service in FY 10 (*the equivalent of 25.1 FTEs*), RRHS would not be able to maintain its current level of superior service.

Thank you to our community volunteers for supporting us in our journey to be the Best Community Hospital and Health System in New England!

<b>Adult Volunteers</b>	George Costello	Mike Hewett	Jean McDuff	Joanne Shaw	Maria Cayia
Peter Abatiell	MaryJean Costello	Margaret Hickey	Lorene McLaughlin	Linda Shelvey	Holly Clothier
Phyllis Abatiell	Shirley Cota	Joan Hogenkamp	Wendy McLaughlin	Cheryl Smet	Liz Curran
Lori Abelman	Diane Courcelle	Arlene Hopkins	Mimi McManus	Jack Smiel	Sara Daly
Donna Abramov	Ben Crowley	Nancy Howe	Barbara McNeil	Garey-Lea Smith	Casey Dambrackas
Peter Abramov	Kaitlyn Daly	Tom Huebner, Sr.	Vern Merrill	Mandy Smith	Zoe Davis
Ardena Ackerman	John Davis	Sharon Hughes	Richard Mihalrad	Marilyn Smith	Rebecca Day
Dick Adams	Margaret Dick	Dan Hurlbut	Norm Milot	Mary Kay Smith	Julia Doiron
Bobbi Adams	Gladys DiGangi	Ross Jakubowski	Mary Mitchell	Muriel Smith	Liz Duffy
Kathryn Adams	Gene Diou	Sue Jern	Deb Mobilio	Barbara Soroka	Kilian Dundas
Terry Adams	Jean Donaghey	Peg Johnson	Fran Moorby	Ann Southworth	Lauren Ely
Bob Aldrich	Rosie Doran	Ruth Jones	Jack Moore	Cindy Spencer	Wyll Everett
Lucy Athas	Bobbie Dress	Paul Kallfelz	Debbie Morelli	Joyce St. Onge	Morganne Fitzgerald
Cairle Ault	David Dress	Sheila Kapitan	Sharmane Morse	Terry Stevens	Sarah Forster
Paulie Austin	Arlene Drugonis	Penny Keefe	Jeanne Mulcahy	James Stone	Savannah Fredette
Alice Ayres	Harry Drum	Charlotte Keenan	Elaine Mullan	Jon Story	John Furneaux
Charlie Baker	Richard Dundas	Connie Kelley	Vivienne Munch	John Sussman	Maggie Gallagher
Ruth Baker	Brenda Dunlap	Harris Kelley*	Desiree Murray	Ed Sweet	Sydney Gayda
Carol Bam	Arlene Eakley	Carol Kenlan	David Naylor	Carol Swords	Emily Gunn
Bill Bannerman	Tom Eakley	Rebecca Kerns	Gabi Netsch	Phil Swords	Danielle Hadley
Chris Barbee	Mary Ann Eddy	Eleanor King	Molly Noble	Mary Taggart	Alex Hill
David Baril	Kazue Edwards	Kelly Kirby	Joyce Notte	JT Taran	Katie Holmquist
John Barker	Harriet Eitapence	Sibyl Kirby	Becky Oberkirch	Marge Tarasovich	Heather Holzinger
Karen Barnouw	Helen Ely	Sharon Kroker	Mary Oczechowski	Jerry Tarr	Taylor Hough
Kathy Barrett	Lisa Enners	Meg LaBrecque	Fran Oken	Betty Tatro	Melanie Hubbard
Janet Beanland	Bob Fast	Joe Ladabouche	Michelle Opsahl	Arlene Taylor	Julia Huessy
Florence Beatty	Bill Fellows	Helen Lambert	Magill O'Rourke	Colin Taylor	Hunter Hupp
Linda Benson	Diana Fellows	Ken Lambert	Joe O'Rourke	Bob Tedesco	Ryan LaFave
Anne Bergen	Marlene Finger	Jane Langill	Anna Pap	Carmella Terranova	Zach Lanzillo
Chris Beriau	Nancy Fischer	Suzanne Lanzillo	Laurel Patch	Julie Teta	Charissa LaPlant
Dick Beriau	Donna Fiske	Lisa Lapre	Norma Patterson	Elaine Thomas	Brie Lebel-Stephen
Angel Bishop	Heather Fortin	John Larkin	Jane Pawling	Angelo Tiraboschi	Anna Lind
Bonnie Blanchard	Chub Franzoni	Angie LaVictoire	John Pelchat	Renee Traverse	Christina Lovett
Kay Blanchard	Evelyn Frazier	Kathy Ledo	Dot Pelkey	Barb Trepanier	Brittanie Manney
Donna Blight	Liz Frederico	Maggie Leonard	Thomas Pepe	Paula Turner	Katie Means
Penny Bobar	Kae Fretz	Sali Levine	Louise Pfenning	Jane Valente	Luke Medlin
Bill Boden	Ruth Fucci	Norma Levy	Joan Phalen	Bettye Varricchione	Katie Miglorie
Nancy Boden	Roxanna Fucile	John Little	Rhonda Phillips	Alan Walker	MacKenzie Mooney
Ned Bogar	Marie Fusco	Vern Little	Bob Picucci	Betty Walker	Rachel Narkewicz
Sue Bogash	Charles Garrone	Richard Littler	Patricia Potter	Ann-Marie Wallace	Molly Noble
Sherry Boudreau	Keith Gaskins	John Lober	Margot Pouliot	Shari Warner	Christie Ojala
Joan Bradley	Tania Gerstenberger	Sandy Lober	Clint Pratt	Jeff Washburn	Ellen Osowski
Jean Britt	Blanche Gibeault	Justine Long	Arland Purinton	Marcia Weinreber	Rebecca Ouellette
Dick Brothers	Masako Gibeault	Deb Loseby	Nathan Ranney	Lois Weisse	Katie Parker
Kurt Brown	Carmen Gile	Pat Loso	Priscilla Raykoske	Joanna Weitman	Emma Pells
Lorraine Brown	Helen Gilman	Bonnie Lucas	John Reczek	Carol Whitney	Brittany Pierce
Terry Bruce	Bob Giordano	Bob Lucas	Judi Reynolds	Dan Williams	Jeremy Reich
Peggy Burke	Anne Glendenning	Theresa Lussier	Ben Rifkin	Bob Williamson	Sarah Roundy
Ray Burke	Frances Gluck	Ted Mandeville	Jan Ripley	Norma Worn	Greg Roy
Martha Buschbaum	Tomi Golden	Donna Manfredi	Sheri Robertson	Fred Wortman	Ian Sargeant
Jean Butcher	Sandy Gonzalez	Rosemary Manfredi	Shirley Rogers	Carol Whitney	Kylie Sherwood
Mike Butto	Bob Grace	Marvy Mangundayao	Marion Rosemeck	Jill Wright	Colleen Shouldice
Pat Callahan-Smith	Sara Grace	Judy Manley	Greg Roth	Elsie Zakrzewski	Emma Shouldice
Lorraine Canty	Joe Grey	Michael Marceau	Charles Rouse	Anne Zawistoski	Any Smith
Rich Carlson	Sara Grey	Carol Marold	Mike Ryan	<i>*deceased</i>	Taylor Smith
Maureen Casella	Edna Gunter	Yolanda Marro	Tamaki Sakurai	<b>Teen Volunteers</b>	Yulia Smith
Barb Chapleau	Dick Gurney	Fred Martin	Frank Salengo	Mariah Baker	Molly Spaulding
Marion Chapman	Linda Gurney	Janet Martin	Margie Salengo	Josh Bartlett	Samantha St. Marie
Ruth Childs	Linda Hampton	Margo Martin	Liz Salsgiver	Chelsea Banco	Alexis Taylor
Kurt Clarkson	Ann Harrington	Natalie Martin	Marilyn Sandoval-	Magen Bissell	Kayla Thomas
Mike Clifford	Marion Harrison	Wayne Massari	Nulsen	Megan Blais	Erin Trombley
June Coburn	Cathy Hart	Marci Matson	Mary Sautter	Daniel Booth	Eileen Valente-Fish
Margaret Conboy	Mary Hector	Bill McCarthy	Lon Schneider	Emily Brookman	Jessica Weber
Madeline Coppinger	Michelle Hartline	Winnie McClallen	Lou Scott	Jensen Burke	Erin Wolf
Alana Corwin	Bea Hendee*	Carole McClure	Jack Seith	Michael Butler	Doug Ziegler
Kris Costa	Heidi Henderson	Marian McDonald	Anne Shannon		

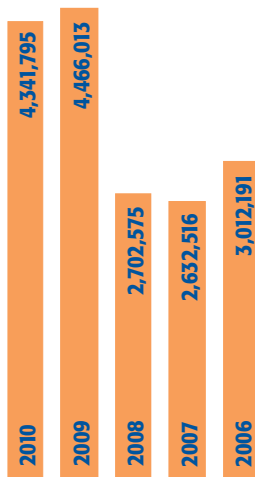
# Community Benefits

The commitment of Rutland Regional Medical Center to provide superior, integrated, diagnostic, therapeutic and preventative health services goes far beyond what happens within the walls of the hospital facility. Through the strength of our people, technology and relationships, Rutland Regional promotes the health of the community we serve through a variety of health improvement initiatives, contributions and partnerships throughout the region. Our efforts are prioritized in accordance with the Rutland County Community Health Assessment conducted in 2009\*, which identified the needs to: increase access to and affordability of health and human services; increase prevention efforts for all; and reduce substance abuse. Examples of activities to advance our community commitment include:

14

## Charity Care –

Rutland Regional provides low- and no-cost care for eligible residents of our area through a financial assistance program. The Free Care Provision for 2010 totaled \$4,341,795. In addition, Rutland Regional provides \$30,000 in free and reduced cost laboratory and imaging services to patients of the Rutland Free Clinic.



Free Care for Patients

## Coalitions and Partnerships –

Through collaboration with regional organizations, Rutland Regional supports the health and well-being of our community. A successful collaboration in 2010 occurred between the Rutland Regional Breast Care Program, the Rutland Free Clinic and Ladies First, who came together to streamline the process of providing breast health education to uninsured and underinsured women and facilitate screenings, consults and mammograms.

## Donations and Sponsorships –

A variety of organizations serve the needs of our community, caring for and promoting health and healthy lifestyles across the region, which Rutland Regional supports through donations, sponsorships and employee participation totaling over \$1,254,166. Highlights of these accomplishments include our focus on local needs through the Adopt-A-Family Program and participation in the Pack the Paramount Food Drive.



## Professional Education and Training –

Rutland Regional collaborates with an array of educational programs to plan, orient and supervise students interested in and pursuing careers in medical fields, including: high school students in programs like MedQuest, Volunteering, and YES plan; precepting and evaluating medical students; providing nursing student clinical experiences; and providing Continuing Medical Education (CME) programming open to staff outside the hospital.

## Workforce Development –

Rutland Regional works collaboratively to maintain a diverse professional healthcare workforce to address the medical and health needs of our community, recruiting physicians, nurse practitioners, physician assistants, social workers, nurse anesthetists and others throughout the year. In FY10, this investment totaled over \$280,000.

## HealthWise –

Rutland Regional has run a program on Peg TV promoting health and healthy living through discussion of health related topics of interest to community members or groups.

## Community Health Improvement Initiatives –

Providing free services and educational programming is a key element of supporting the health of our community. Healthy Living Workshops assist individuals with chronic illness learn ways to improve their self-management skills and feel more in control of their health. Commit to Quit is a free program to help support cessation of tobacco use. Safe Sitter babysitting courses are offered for 11- to 13-year olds interested in beginning babysitting. Over 25 support groups are available for individuals and families to share stories and experiences with others and promote healing and recovery from cancer, alcoholism, bereavement, and other concerns.

In summary, Rutland Regional invested \$2,807,161 in community benefits and provided \$4,341,795 in charity care. In addition, Rutland Regional experiences substantial shortfalls in unreimbursed/uncompensated Medicaid care for emergency and other services each year.

Looking forward to FY11, Rutland Regional will be working with area primary care providers to implement the Blueprint Medical Home model of service delivery and conducting a new community health needs assessment in our efforts to continue positively impacting our community and its members.

\* 2009 Rutland County Community Health Assessment can be found on [www.rrmc.org](http://www.rrmc.org).

# Grants

Caring for the Community – in support of the “i believe” capital campaign toward the purchase and installation of the new linear accelerator for cancer treatment:

The People’s United Community Foundation, Inc. ....	\$50,000
Merchants Bank Foundation, Inc. ....	\$5,000
Price Chopper’s Golub Foundation.....	\$1,000
State of Vermont, Tobacco Cessation Programming.....	\$60,147
Susan G. Komen Race for the Cure, Vermont-New Hampshire Affiliate Breast Care Program – Community Education and Outreach.....	\$37,949
State of Vermont, Blueprint for Health/Department of Vermont Health Access Community Education – Healthier Living Workshops.....	\$21,156
Health Resources & Services Administration Hospital Preparedness.....	\$51,483
BC/BS Rutland County Community Advisory Board Worksite Wellness for Rutland Regional Medical Center .....	\$1,500
State of Vermont, Vermont Manufacturing Extension Center Process Improvement Initiatives .....	\$14,000
Kenneth B. Schwartz Center Schwartz Rounds at RRMCC.....	\$2,980
<b>Total:</b> .....	<b>\$245,215</b>

# James T. Bowse Community Health Trust

Since its inception, 38 programs have been funded and \$2.8 million has been granted to programs. Below are this year's funded programs.

## Seeds to Supper

*Hosted by Mount Holly School  
\$41,176 over 3 years – 3rd Year of Funding*

### Priority Area: Promoting Healthy Lifestyle for Youth

Grant funds are being used to support a program coordinator who has developed a curriculum focused on healthy eating and gardening for the students in kindergarten to sixth grade at Mount Holly School. The partners in this project include Mount Holly Gardening Club, the Cooking for Life Program, Vermont Campaign to End Childhood Hunger, and the Master Gardener Program. The goal is to increase the amount of fruits and vegetables consumed by students.

#### YEAR 2 OUTCOMES

- Fruit and vegetable consumption has increased from 2.7 servings to 3.05 servings per day.
- Physical activity has increased to 60 minutes per day
- There are 10 outdoor gardens, produce picked by students is sold at Farmer's Market and used in school food service.

## Early Intervention Project

*Hosted by Rutland Area Prevention (RAP) Coalition  
\$75,000 over 3 years – 3rd Year of Funding*

### Priority Area: Prevention of Substance Abuse

The RAP Coalition has partnered with Rutland County Head Start and the Rutland County Parent Child Center to provide the 'Second Step' curriculum to pre-school children. Second Step is a research based prevention program for preschoolers and their parents. The program teaches pro-social behaviors, positive communication skills, and behavior management. The goal is to reduce impulsive, aggressive and risky behaviors in the target population.

#### YEAR 2 OUTCOMES

- Pre and post evaluations show that the children's social competency increased by 37%
- Disruptive behaviors have decreased from 23 per month to 4 per month
- Aggressive and impulsive incidents have decreased from 21 per month to 1 per month

## Say it Straight

*Hosted by Rutland Area Prevention (RAP) Coalition  
\$46,000 over 3 years – 1st Year of Funding*

### Priority Area: Education and Prevention of Substance Abuse

The RAP Coalition will collaborate with the staff from six community organizations to implement the 'Say It Straight' program with teens and young adults in Rutland County. The first session is targeted for the Learning Annex program of Fair Haven Union High School. Additional sessions will be offered at the Rutland Boys & Girls Club and the Rutland County Parent Child Center. RAP will provide staff training, facilitate program implementation, and conduct evaluation of the 'Say it Straight' program. The goals of this evidence-based program are the prevention of risky behaviors including alcohol/tobacco/other drug use, violence, precocious sexual behavior, teen pregnancy, and behavior leading to HIV/AIDS. It will also promote wellness, personal and social responsibility and positive relationships. This program will address the needs for education and prevention of substance abuse, targeting high risk youth and young adult populations in Rutland County.

## Nutrition AXIS

*Hosted by Rutland Area Farm and Food Link (RAFFL)  
\$54,865 over 3 years – 1st Year of Funding*

### Priority Area: Promoting Healthier Lifestyle

AXIS stands for Access x Information = Solution. This evidence-based program builds on established RAFFL programs, combining easy access to locally grown fruits and vegetables with "place-based" nutrition education. The goal of this program is to increase consumption of fruits and vegetables in Rutland County while creating and encouraging healthier lifestyles through educational programming about nutrition. This program targets two populations of Rutland County: business employees who pre-purchase and receive deliveries at their workplaces and people who access local produce through agencies that distribute charitable food. Partners include local businesses, food shelves, and social service organizations. This program collaborates with the Rutland Nutrition Coalition in promoting health nutrition throughout the county.

# Our Auxiliary Partners

The Gift Shop, located on the first floor of Rutland Regional Medical Center, is a non-profit organization run by the Auxiliary. The Auxiliary was established in 1887. A significant portion of funds raised comes from Gift Shop sales. The organization also raises money through annual fundraisers supported by individuals, Auxiliary Members, and community businesses. The Auxiliary sponsors outside vendor sales and holds their own events such as the annual geranium sale. A percentage of the proceeds from these activities are donated back to the RRHS community.

The Gift Shop's mission is to support hospital and community health programs. Yearly, the Auxiliary awards scholarships to area high school seniors pursuing careers in a healthcare field. A scholarship is also awarded to a non-traditional Castleton State College nursing student. Occasionally a benefactor enables the Auxiliary to bestow a special scholarship.

The Gift Shop has a variety of unique and beautiful items for any occasion. There are gifts for all ages: animals, toys, jewelry, sachets, lotions, sports memorabilia, candles as well as daily necessities.

You can be happy knowing selecting a gift from the Auxiliary is always giving twice!

## 2010 Scholarship Recipients

- \$2,000 Marvy Mangundayao, Non-Traditional Nursing Student, Castleton State College
- \$2,500 Molly Noble, Fair Haven Union High School
- \$1,500 Jennifer Coppin, Burr and Burton Academy
- \$1,500 Evan Amery, Fair Haven Union High School
- \$1,000 Julia Doiron, Mill River Union High School
- \$1,000 Lindsey Brown, Mill River Union High School

## 2010 Auxiliary Program Funding

- \$800 Health Information Library for Reading Device
- \$500 Lab Draw Station for Activity items for waiting room and a \$260 donated Toy Basket
- \$1,000 Administration for the Memorial Garden
- \$1,019 Foley Cancer Center for books for family support
- \$4,000 Breast Care Program for prosthetic garments & books
- \$1,000 Lymphedema Clinic for compression components
- \$500 ED Sane for scrubs and underwear
- \$3,000 Community Education for sponsorship of the 2011 Community Health Fair
- \$1,000 Foley Cancer Center for Linear Accelerator
- \$5,862 Respiratory Care for a Pediatric Glide Scope & Neonatal Cobalt Scope

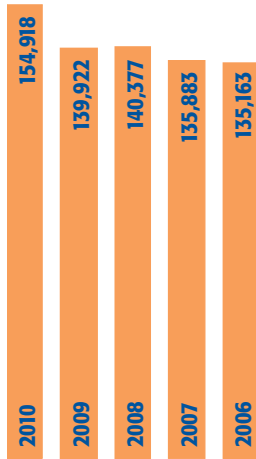
*Total Scholarships \$9,500*

*Total Funding \$18,941*

**Combined Total = \$28,441**



# Rutland Regional Medical Center Financial Statement



## Outpatient

Rutland Regional's outpatient encounters have shown an increase.



## Inpatient Days

Inpatient days at Rutland Regional decreased slightly in Fiscal Year 2009.



## Surgical Procedures

Surgical Procedures at Rutland Regional have remained steady.

## Balance Sheet

### Assets

	2010	2009
Current Assets	42,315,799	42,140,217
Property Plant & Equipment, Net	61,837,130	50,746,196
Other Assets	2,743,684	3,050,814
Assets Whose Use is Limited	79,865,312	75,620,986
<b>Total Assets</b>	<b>186,761,925</b>	<b>171,558,213</b>

### Liabilities & Net Assets

Current Liabilities	21,078,490	23,647,673
Pension Liabilities	0	0
Other Liabilities	8,274,861	6,524,185
Accrued Pension Obligation	32,035,082	22,981,303
Long-term Debt, net current portion	35,272,549	27,116,084
Net Assets	90,100,943	91,288,968
<b>Total Liabilities &amp; Net Assets</b>	<b>186,761,925</b>	<b>171,558,213</b>

## Statement of Revenue & Expenses of General Fund

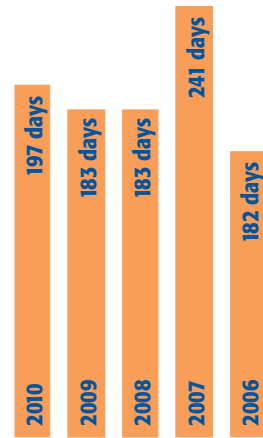
	2010	2009
Gross Revenue	321,108,842	311,187,904
Less: Contractual Allowances	142,556,445	140,252,324
Net Revenue	178,552,397	170,935,580
Other Revenue	2,482,017	2,054,196
Total Revenue	181,034,414	172,989,776
Expenses	177,344,917	169,543,258
<b>Income (Loss) from Operations</b>	<b>3,689,497</b>	<b>3,446,518</b>
<b>Non-operating Gains (losses)</b>	<b>3,756,238</b>	<b>(1,672,042)</b>
<b>Excess of Revenues and Net Gains over Expenses</b>	<b>7,445,735</b>	<b>1,774,476</b>

# Rutland Regional Health Services Financial Statement

<b>Combined Balance Sheet</b> (RRHS, RRM, RHF & VOC)	<b>2010</b>	<b>2009</b>
<b>Assets</b>		
Current Assets	40,815,410	41,468,104
Property Plant & Equipment, Net	69,029,057	58,478,419
Other Assets	3,071,730	3,460,187
Assets Whose Use is Limited	91,091,974	85,903,796
<b>Total Assets</b>	<b>204,008,171</b>	<b>189,310,506</b>
<b>Liabilities &amp; Net Assets</b>		
Current Liabilities	22,230,159	24,586,398
Other Liabilities	9,001,240	7,207,003
Accrued Pension Obligation	32,035,082	22,981,303
Long-term Debt, net current portion	37,324,543	29,401,935
Net Assets	103,417,147	105,133,867
<b>Total Liabilities &amp; Net Assets</b>	<b>204,008,171</b>	<b>189,310,506</b>

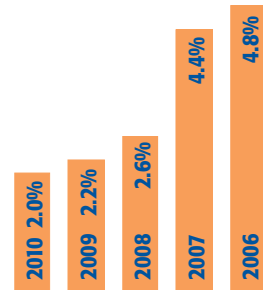
<b>Combined Statement of Revenue &amp; Expenses of General Fund</b> (RRHS, RRM, RHF & VOC)	<b>2010</b>	<b>2009</b>
Gross Revenue	335,589,248	324,443,008
Less: Contractual Allowances	150,550,102	147,454,110
Net Revenue	185,039,146	176,988,898
Other Revenue	3,837,507	3,511,254
Total Revenue	188,876,653	180,500,152
Expenses	188,952,737	180,594,062
<b>Income (Loss) from Operations</b>	<b>(76,084)</b>	<b>(93,910)</b>
<b>Non-operating Gains (losses)</b>	<b>5,719,703</b>	<b>(1,070,708)</b>
<b>Excess of Revenues and Net Gains over Expenses</b>	<b>5,643,619</b>	<b>(1,164,618)</b>

Rutland Regional Medical Center's Fiscal Year 2009 accounting records were audited by BKD, Certified Public Accountants. Complete reports are on file and available for inspection. On request, this publication is available in an alternate format. Rutland Regional Health Services provides convenient physical access to all of its facilities.



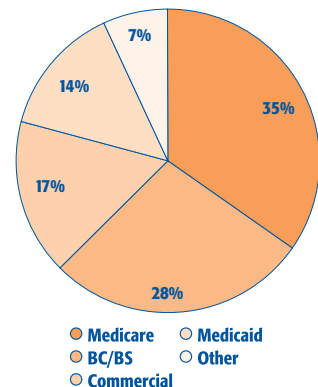
### Cash on Hand

The number of days Rutland Regional could meet its average daily cash expenses without collection of any payments.



### Operating Margin

Rutland Regional must develop resources to purchase necessary equipment and build facilities.



# Thank You!

If ever there was an example of the strength and commitment of donors like you who support Rutland Regional Medical Center this year, you, our dear friends, clearly demonstrated your dedication. Despite the tremendously difficult economic conditions that surround us, you and our other donors made 2010 a milestone year.

Through your donations, you are telling us that you believe in the important work we do. You believe in the many ways we are touching lives all around us. You want to continue to support campaigns that help us purchase the latest technology for the Foley Cancer Center, you wish to continue to support the Diabetes Program and the Cardiac Rehabilitation program, as well as provide unrestricted support.

Because of your unwavering support, we continue to rise to meet the unprecedented demands on our health care system and patient needs that are greater than ever. Your gifts enable us to fund programs that advance patient care, health education and support capital needs.

Thank you for your continued and strengthened support of Rutland Regional Medical Center during these challenging times. Because of you, we extended our reach even further in 2010, touching, healing and improving lives across our region.

## Caring for the Community Campaign to Benefit the Foley Cancer Center

### Luminaries Gifts from \$250,000 & above

Mark Foley, Sr. and Nancy Foley

### Visionaries Gifts from \$100,000

Mr. & Mrs. Doug Casella

### Commitment Gifts from \$50,000

Sheridan Anesthesia

Central Vermont Public Service Corporation

People's United Community Foundation

Karl Pfister III

Robert and Victoria Young

### Compassion Gifts from \$25,000

Joseph and Barbara Giancola

Tom and Tricia Huebner

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Rutland Radiologists, Inc.

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### Hope Gifts from \$10,000

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25

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#### **In-Kind Gifts**

Awesome Graphics  
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## Tribute Gifts

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The following individuals were honored by friends and loved ones who made gifts to Rutland Regional Medical Center in 2010. We regret that space limitations prevent us from naming all those who have made gifts in tribute. It is with heartfelt appreciation and gratitude we recognize their support.

#### **In Honor of:**

Martha Christmas  
RRMC Diabetes Center  
Carol Egan  
Allan Eisemann, MD  
Jean Felion  
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Emily Fischer  
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Foley Cancer Center  
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#### **In Memory of:**

James Aglio  
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# Fundraising Events

For some, it's a tribute to a loved one. For others, it's a strong commitment to a health issue. Every donor has his or her own reasons for supporting Rutland Regional Medical Center and whatever the motivation, we are touched by their generosity. We find it especially heartwarming to witness the passion and commitment our friends put into fundraising events that hold special meaning for them. The following events were held in support of the programs and services of Rutland Regional in 2010:



## 1<sup>st</sup> Annual Pink the Rink

The Castleton Women's Ice Hockey Team raised over \$5,000 in support of the Breast Care Program at Rutland Regional Medical Center at the first annual Pink the Rink event at Spartan Arena. Specially designed hockey jerseys were auctioned prior to the game and a variety of events at the game made a special night for fans and supporters of the Breast Care Program.



## 2010 Grand Parada

Our signature event, the Grand Parada raised valuable funds for the Diabetes Program at Rutland Regional Medical Center and the Pediatric Hi-Tech program of the Rutland Area Visiting Nurse Association & Hospice. The themed event, Meet Me in Margaritaville also paid tribute to Physician of the Year, Dr. Daniel Foley.

## 2010 Rutland Health Foundation Golf Invitational

One of the areas most popular tournaments, the Invitational, has raised funds for Kids on the Move, the Pediatric Hi-Tech program of the Rutland Area Visiting Nurse Association & Hospice and Bridges and Beyond.

## Patten Oil Pink Truck Raises Funds for Community Cancer Center

The highly visible "pink truck" from Patten Oil continues to raise funds for the Patient and Family Assistant Fund at the Foley Cancer Center. Since the fund was established in 2009, proceeds total over \$5,700.

## Three Tomatoes – Eat. Drink. and Be Charitable.

On June 16, 2010, four of Three Tomatoes restaurants raised money for the Foley Cancer Center's Linear Accelerator Campaign by donating a dollar from every entrée to the campaign.

## 8<sup>th</sup> Annual Alan Woodard Memorial Ride

Held in honor of Alan Woodard, an avid biker, the memorial ride is held in June and raises valuable funds for the Foley Cancer Center. Bikers ride from Woodard Marina in Bomoseen to Americade in Lake George, NY in tribute to Alan who passed away in 2001.

## 3<sup>rd</sup> Annual Gayle Sheldon Memorial Ride and Family Fun Day

In honor of Gayle Sheldon, her children and their families honor their mother who fought a courageous battle with glioblastoma, a type of brain tumor that is among the most common and devastating of all brain tumors. The event and proceeds from the event help to raise awareness of brain cancer and raise vital funds to improve the quality of life for patients and their families living with the struggles of cancer.

## Jean Cooper Memorial Golf Tournament

The 1st Annual Jean Cooper Memorial Golf Tournament, hosted in July at the Country Meadow Golf Club in Fort Ann, New York paid tribute to Jean Cooper, who lost her battle with cancer. The tournament was a tribute to the caring staff and physicians of the Foley Cancer Center.

38



## Phyllis MacMurtry Golf Tournament

Golfers joined together to honor the life of an individual who was well-respected and loved by many in the community while supporting the Patient Prescription Assistance Fund at the Foley Cancer Center of Rutland Regional Medical Center. The fund assists patients in need struggling to pay for medications. The tournament was hosted at Milestone Golf Club in Hampton, NY.



## Christ the King Students

Second grade students raised funds for the Foley Cancer Center through a variety of fundraising activities.



### Rutland Health Foundation Board of Directors

The Rutland Health Foundation exists to improve the health status of the Rutland-area community by building financial support for Rutland Regional Medical Center and the Rutland Area Visiting Nurse Association & Hospice.

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## Our Key Goals

**Quality** – We will provide superior, integrated, health services which meet our customer needs through: good clinical outcomes, up-to-date technology, effective processes, competent and caring staff and well-maintained facilities.

**Growth** – We will develop new services and expand existing services in collaboration with others to meet customer needs resulting in increased market share and expansion into new markets.

**Information Excellence** – We will provide superior, coordinated information resources, processes and systems that meet needs for effective information gathering, recording, access, analysis and dissemination across the healthcare continuum.

**Financial Strength** – We will achieve financial strength & stability by optimizing reimbursement and improving our cost structure to produce sufficient margins and increasing philanthropic giving.

**Employee Engagement** – We will create an environment where employee engagement flourishes and we commit our hearts and minds to meeting and exceeding the needs of our customers and each other.

**Rutland Regional Medical Center**

*A Rutland Regional Health Services Affiliate*  
160 Allen Street  
Rutland, Vermont 05701  
802.775.7111  
www.rrmc.org

**Rutland Regional Digestive Services**

*A Department of Rutland Regional Medical Center*  
254 Stratton Road, Suite 1  
Rutland, Vermont 05701  
802.786.1400

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147 Allen Street  
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802.773.7777 & 802.775.1901

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Rutland, Vermont 05701  
802.773.5745, 802.773.1128 & 802.775.0100

**Rutland Region Diabetes & Endocrinology Center**

*An Affiliate of Rutland Regional Medical Center*  
8 Albert Cree Drive  
Rutland, Vermont 05701  
802.775.7844

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www.vsmc.org

**The Gables at East Mountain**

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www.thegablesvt.com

**The Meadows at East Mountain**

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802.775.3300  
www.themeadowsvt.com

**Rutland Health Foundation**

*A Rutland Regional Health Services Affiliate*  
98 Allen Street  
Rutland, Vermont 05701  
802.747.6598  
www.rutlandhealthfoundation.org



*Rutland Regional continues its commitment to our community by using paper that has a post-consumer recycled percentage of 100% for this Annual Report. The 1,660 pounds of paper selected preserves 15.94 trees for the future, saves 6,769 gallons of wastewater flow, and conserves 11,288,000 BTUs of energy.*



**Rutland Regional Medical Center**

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